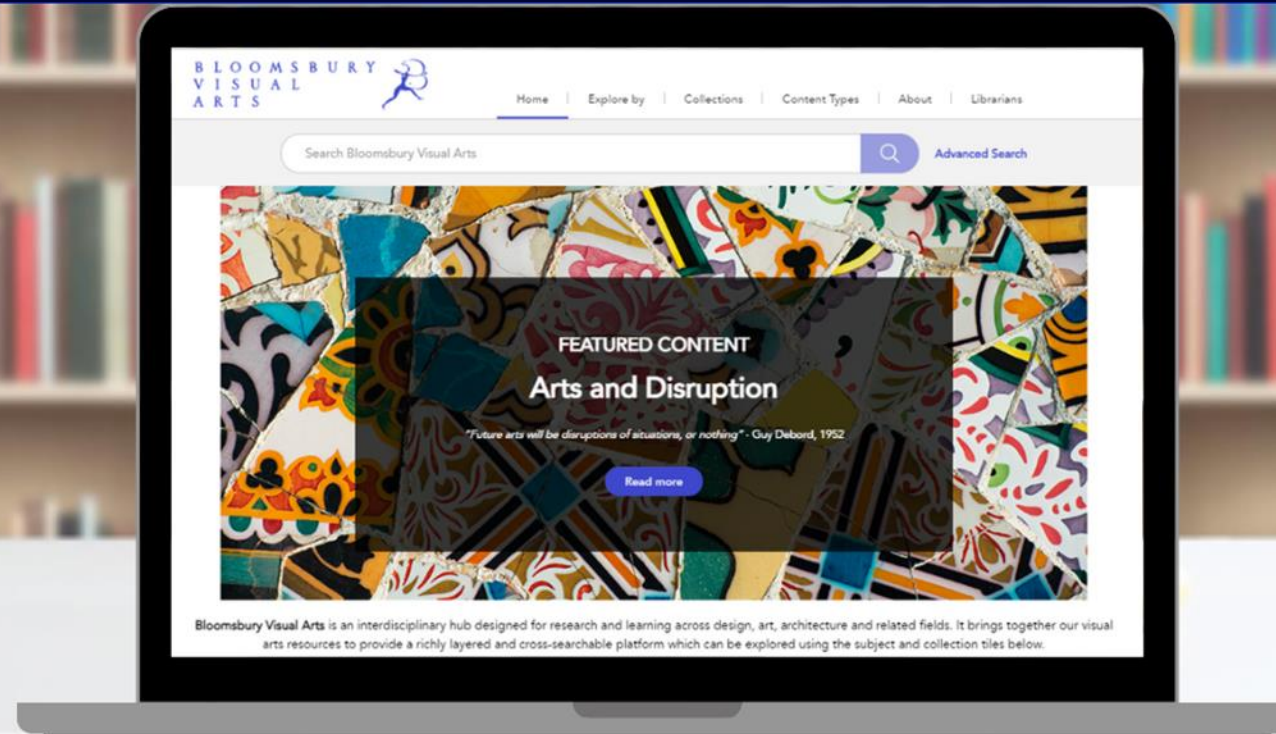


BLOOMSBURY PUBLISHING PLC

Capital Markets Event – June 2023



B L O O M S B U R Y



Bloomsbury Digital Resources Trailer Video



Nigel Newton

Founder
and
Chief Executive



Agenda

1. Overview: A&P strategy, BDR Business Case, the Opportunity

Jenny Ridout

Managing Director, Non-Consumer

2. Academic Content Strategy

Pooja Aggarwal

Director of Academic & Professional Publishing

3. Digital Products

Kathryn Earle

Managing Director, BDR

4. BDR Platform

Pedja Pavlicic

Head of Digital Technology

5. BDR Markets

Lenny Allen

Global Sales & Marketing Director

6. Sales & Marketing Infrastructure

Lenny Allen

Global Sales & Marketing Director

7. Summary and Outlook

Jenny Ridout

Managing Director, Non-Consumer



Academic & Professional

Revenue Growth

- Academic & Professional revenue growth of 28% on prior year to £75.7m
- Increased by 84% from £41.2m in 2018/19 to £75.7m in 2022/23

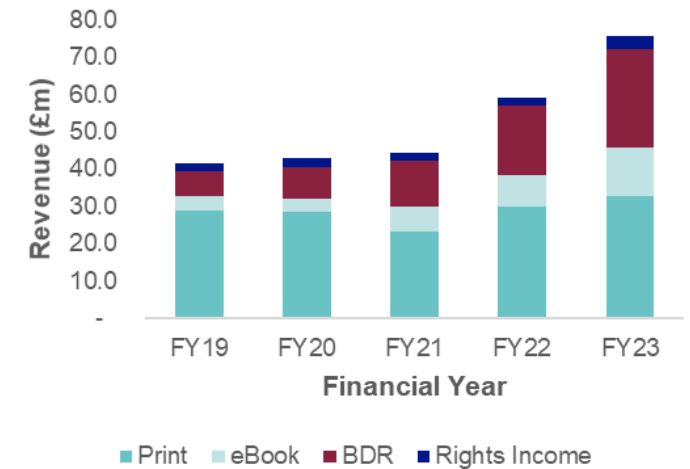
Sales Mix

- Digital sales now 52% turnover
- BDR sales growth of 41% to £26.2m in 2022/23

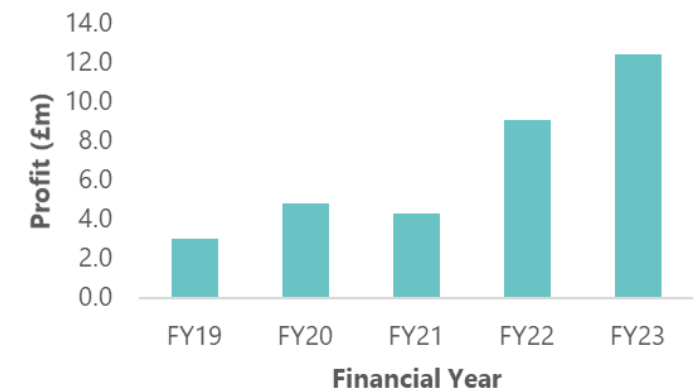
Profit Growth

- Academic & Professional profit growth of 37% to £12.4m
- Increased from £3.0m in 2018/19 to £12.4m in 2022/23
- Profit margin more than doubled from 7% in 2018/19 to 16% in 2022/23
- BDR gross margin over 70%, compared to over 50% for print and over 85% for ebooks

A&P Sales Mix



A&P Profit Growth



Bloomsbury Digital Resources Strategy



Digital Revenue Growth

Market is moving to e-preferred

Bloomsbury's digital revenue (ebooks and BDR) CAGR growth of 16% between 2018/19 and 2022/23



Leveraging IP and Acquisitions

Driving higher value

15 Academic & Professional acquisitions since 2006



Direct Sales Growth

Building high margin, high quality, repeatable digital revenues

Academic customer retention rate maintained above 90%



Content Strategy

Using market leading, exclusive IP for interactive digital databases

Grow established products in market leading verticals

Extend partnerships

New products



Bloomsbury Digital Resources

Business case



Investment

- Dedicated teams
- Scalable platform creation
- Product development
- Content licensing



New Revenue Stream

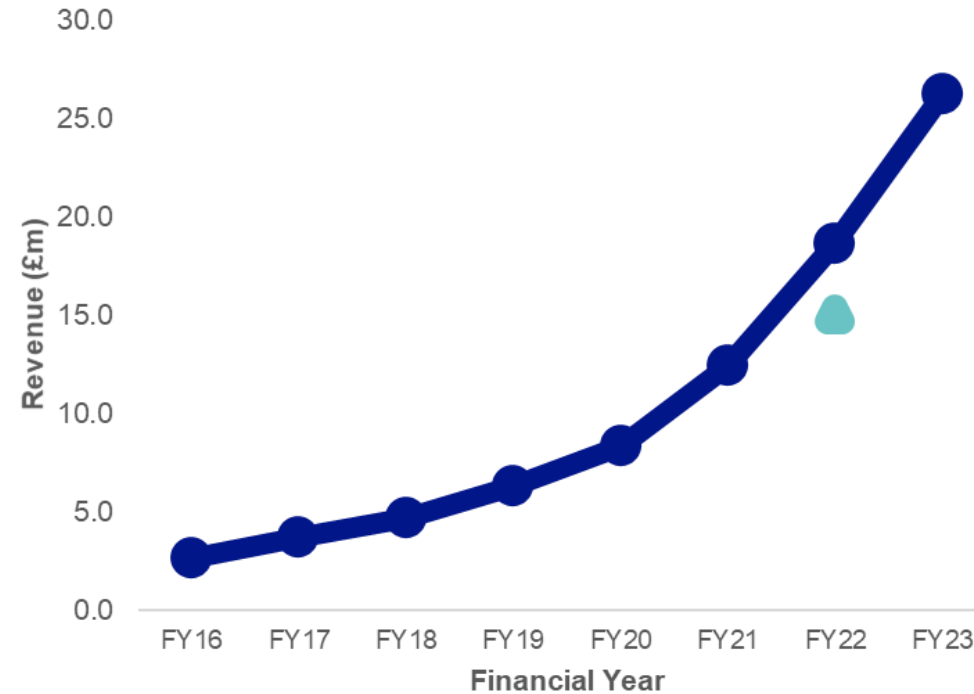
- Higher value proposition
- Direct sales
- Scalable

Bloomsbury Digital Resources

Success so far



BDR Revenue Growth



Success

Original 5 year plan of £15m turnover exceeded by 20% to £18.6m
Strong sales and marketing, customer base and recognisable brand
Award-winning, market-leading, scalable products, fuelled by content strategy
Accelerated via acquisitions, partnerships and licensing



Bloomsbury Digital Resources

Future Growth



Leveraging Scale

- Expanding content set
- Product development
- Business models
- Future innovation
- Future acquisitions



Market Opportunity

Addressable Global
Academic market
estimated at :

- 5,000 institutions;
currently 2,700 are
customers

Addressable US Schools
market estimated as:

- 27,000 schools;
currently 4,500 are
customers



Acquisitions e.g. ABC-CLIO

Accelerating ABC-CLIO's
growth with

- Expanded reach and
opportunity for
cross-selling school
and university level
digital resources
- Deeper US market
coverage



New BDR Target

40% organic revenue growth over the five years to 2027/28, **to reach c£37m**



A&P Content Strategy



Core subjects
Leading imprints



Lifelong learning



Speed to market
Digital First



Territories
US market

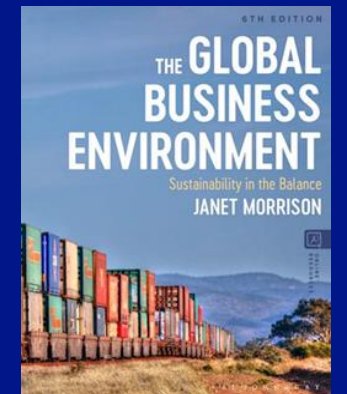
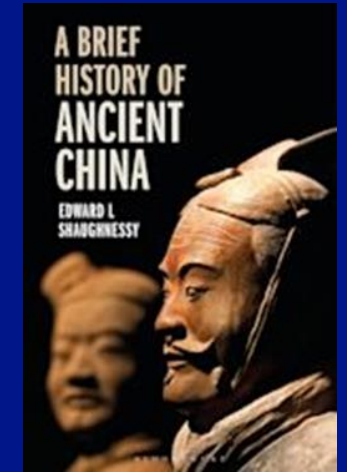
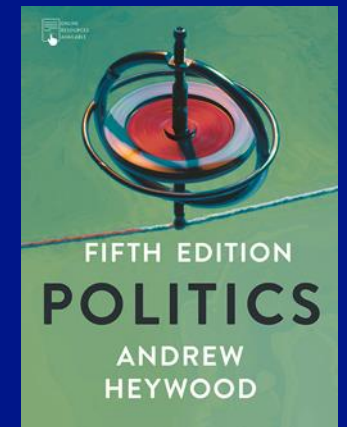
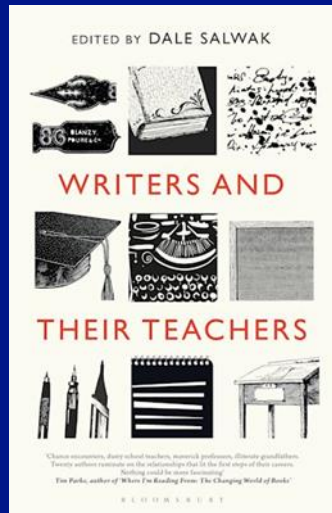


Increasing title
output powering
BDR Products



Acquisitions to
access new:

- Subjects
- Products
- Channels

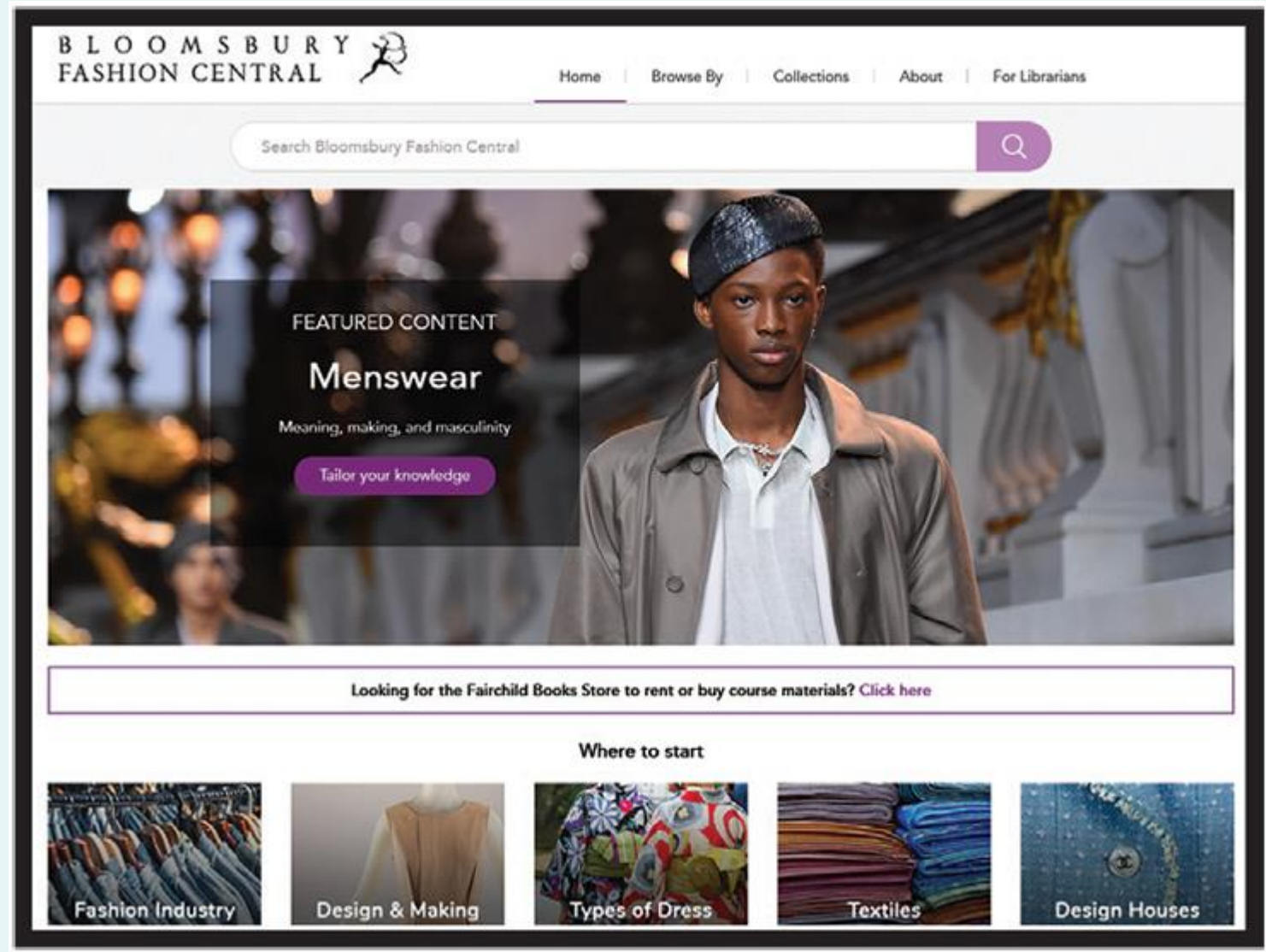


Building Digital Products

Fashion Central

"Featuring a breadth of resources, Bloomsbury Fashion Central is designed to meet the needs of students and educators alike...a strong collection for institutions that support art, design, and fashion, as well as business studies with an emphasis on the fashion industry."

Library Journal



Bloomsbury Fashion Central User Guide Video



Content Verticals



Drama and
Performance



Fashion



Film, Music
and Media



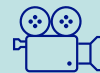
Theology &
Religion



Art, Design &
Architecture



Law and Tax



Video



History



Philosophy



Student
Learning



Drama Online

"With instant search access to quite literally thousands of plays and reference works, Drama Online has become the essential site for all theatre and performance-related materials"

Professor Geoffrey Colman, Head of Acting, Royal Central School of Speech and Drama

The screenshot shows the Drama Online website interface. At the top is a dark navigation bar with the 'DRAMA ONLINE' logo and a 'BLOOMSBURY' logo. Navigation links include 'Home', 'Collections', 'Explore by', 'Browse Contents', 'About', and 'Librarians'. Below the navigation bar is a search bar with the text 'Search Drama Online' and a magnifying glass icon. To the right of the search bar are links for 'Advanced Search' and 'Advanced Play Search'. The main content area features a large banner for 'FEATURED CONTENT' titled 'Interpreting Shakespeare: Discover The First Folio' with a 'View featured content' button. Below the banner is a paragraph describing Drama Online as an award-winning digital library. Underneath are three buttons: 'Search for plays and monologues', 'Find out more about Drama Online', and 'Access free training resources'. The 'Where to start' section displays six categories with corresponding images: 'Plays' (a man holding a mask), 'Playwrights' (a portrait of an older woman), 'Video' (a person in a colorful costume), 'Audio' (a woman speaking into a microphone), 'Context & Criticism' (two people in historical costumes), and 'Theatre Craft' (three people in a rehearsal setting).

DRAMA ONLINE

Home | Collections | Explore by | Browse Contents | About | Librarians

Search Drama Online

Advanced Search
Advanced Play Search

FEATURED CONTENT
Interpreting Shakespeare:
Discover The First Folio

View featured content

Drama Online is an award-winning digital library that has been created as a response to the need for a high-quality online research tool for drama and literature students, professors, and teachers. It combines exclusively available playtext content and scholarly publications with filmed live performances, film adaptations and audio plays.

Search for plays and monologues

Find out more about Drama Online

Access free training resources

Where to start

Plays

Playwrights

Video

Audio

Context & Criticism

Theatre Craft



Drama Online Trailer Video



Leveraging Acquisitions Content

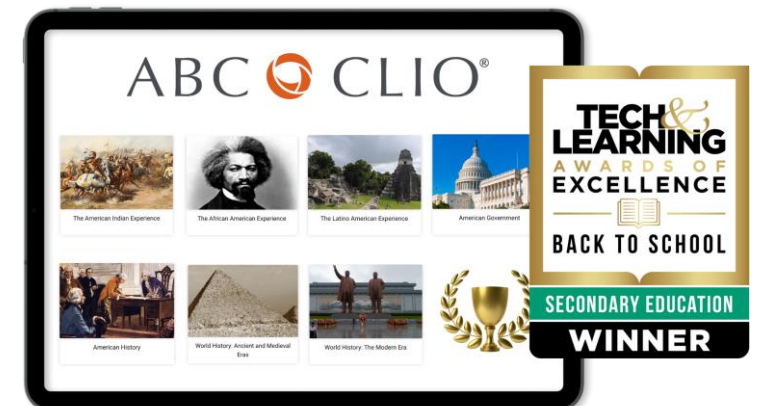
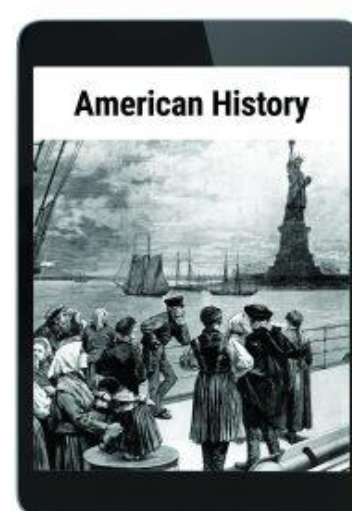
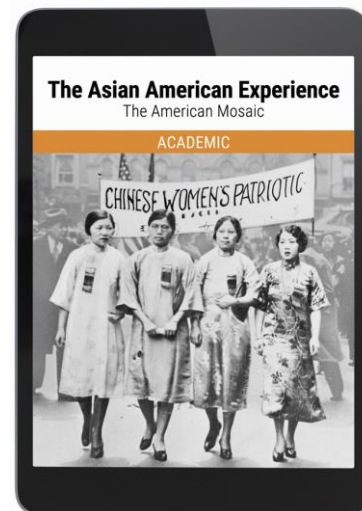
ABC-CLIO

Higher Education

- Deep backlist: Bloomsbury Collections
- Core verticals
- Academic databases

Schools

- Student reference
- Customised curriculum
- Targeted to standard and subject
- Interoperable with Learning Management Systems



Bloomsbury Collections

-

Scalable Platform

"Visually appealing and straightforward for users to navigate...videos come with subtitles and auto-scrolling transcripts, which make the dialogue easy to follow and ensure a high degree of accessibility"

Library Journal



Supports over 13 content types



Create new products without software engineering



90 products and 10 subject hubs in 6 years



Award-winning user experience



Meets academic standards for access control, usage stats, citations, accessibility and discoverability



Academic Institutions



Addressable Market

c5,000 global

c2,700 customers



Schools



Addressable Market

c27,000 US high schools

c4,500 customers



Sales & Marketing



Direct selling
B2B model



Channels
Relationship



Purchasing
decisions



Sales &
Marketing
Infrastructure



Pricing



Marketing



Bloomsbury Digital Resources Customer Endorsement Video



Summary and Outlook



Scalable



Strong Sales
and Marketing



Quality IP



Opportunity



Appendices



Leveraging our acquisitions

Acquisition	Year	Contributing to the following Bloomsbury Digital Resources
ABC-CLIO	2021	ABC-CLIO school and academic databases
Red Globe Press	2021	Bloomsbury Collections, Cite them Right, Social Work Toolkit and Skills for Study Online
Art Films	2021	Bloomsbury Video Library and Drama Online
Zed	2020	Bloomsbury Collections
Oberon	2019	Drama Online
IB Tauris	2018	Bloomsbury Collections
Family Law	2016	Bloomsbury Professional Online
Hart	2013	Bloomsbury Collections and Bloomsbury Professional Online
AVA	2012	Bloomsbury Applied Visual Arts, Fairchild Books Library
Fairchild	2012	Fairchild Books Library
Continuum	2011	Bloomsbury Collections, Bloomsbury Encyclopaedia of Philosophers, Bloomsbury Childhood and Education Studies, Bloomsbury Popular Music, Screen Studies and Bloomsbury CPD for Teachers
Bristol Classical Press	2010	Bloomsbury Collections
Bloomsbury Professional	2009	Bloomsbury Professional Online and Bloomsbury Collections
Arden Shakespeare	2008	Drama Online
Methuen Drama	2006	Drama Online



Biographies of Executive Committee



Nigel Newton CBE

Founder and Chief Executive

Nigel Newton is the founder of Bloomsbury Publishing. He was born and raised in San Francisco. He read English at Selwyn College, Cambridge and after working at Macmillan Publishers, he joined Sidgwick & Jackson. He left Sidgwick in 1986 to start Bloomsbury Publishing. Bloomsbury floated on the London Stock Exchange in 1994 and has grown organically and through acquisitions. Nigel Newton was appointed Commander of the Order of the British Empire (CBE) in the 2021 New Year Honours for services to the publishing industry. He became President of the Publishers Association in April 2022, a 12-month appointment, and he is now Past President. He serves as a Member of the Advisory Committee of Cambridge University Library and President of Book Aid International. In 2020, he was awarded The LBF Lifetime Achievement Award 2020 and became an Honorary Fellow of Selwyn College, Cambridge. He has previously served as a member of the Booker Prize Advisory Committee, Chairman of the Charleston Trust, Chair of World Book Day, Board member of the US-UK Fulbright Commission, member of the Publishers Association Council, Trustee of the International Institute for Strategic Studies and Chairman of the British Library Trust.



Penny Scott-Bayfield

Group Finance Director

Penny Scott-Bayfield was appointed to the Bloomsbury Board in July 2018, when she joined Bloomsbury as Group Finance Director. Prior to this, she was Finance Director of Condé Nast Britain, and held senior finance roles at Sky Plc and lastminute.com Plc. She started her career and qualified as a Chartered Accountant (FCA) with Deloitte. Penny has a first-class degree in maths from University College, Durham, and has been a judge on the Women of the Future programme since 2011. She is also the Chair of the charity Ocean Youth Trust South.



Jenny Ridout

Managing Director Non Consumer

Jenny Ridout is Executive Director and Managing Director of Bloomsbury Non-Consumer publishing, which includes the Academic, Professional, and Special Interest sub-divisions and Bloomsbury Digital Resources. Jenny joined Bloomsbury in 2004. Prior to her current role, Jenny had global responsibility as Global Head of Bloomsbury's academic publishing, where she oversaw the integration of several acquisitions. She has many years of experience in digital resource publishing, being responsible for the creation and rapid growth of Drama Online as Project Director, for which she won the Futurebook Digital Achiever industry award. Jenny was previously the Editorial Director for the Methuen Drama and Arden Shakespeare lists. She started her career in publishing at Elsevier, where she was the global Publishing Director for the specialist trade and professional media imprint, Focal Press. Jenny is a Trustee of Yale University Press, a member of the Higher Education and Academic Councils of the Publishers Association and is on the Industry Advisory Board for the publishing course at Oxford Brookes University.



Biographies of Executive Committee



Ian Hudson

Managing Director, Consumer Division

Ian Hudson joined Bloomsbury in January 2021 as Managing Director of the Consumer Division, which includes the Adult and Children's Trade sub-divisions. Ian is a hugely experienced publishing leader and his focus is on developing and executing new strategies to profitably grow the Consumer Division.

Prior to joining Bloomsbury, Ian's most recent role was as Global CEO of Dorling Kindersley Publishing, a division of Penguin Random House.

Ian began his career at magazine publisher Marshall Cavendish, subsequently joining Random House in 1992 where he went on to hold the role of Group Commercial Director before becoming Managing Director of Random House Children's Books. With the merger of Random House and Transworld in 1998, Ian became Group Managing Director and Chairman of TBS Distribution and joined the Random House Global Board. He was a member of the Bertelsmann team, which negotiated the Penguin Random House merger in 2012/2013. Post-merger, he sat on the Global Executive Committee of Penguin Random House and was appointed to the roles of CEO of Penguin Random House International and Deputy CEO of Penguin Random House UK. Once the global integration of the two companies was completed, Ian was appointed Global CEO of Dorling Kindersley.

Ian was a member of the Supervisory Board of global media group Bertelsmann for 12 years, is a former President of the UK Publishers Association and is a Non-Executive Director of Which?



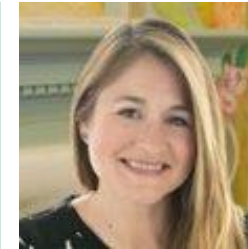
Kathleen Farrar

Managing Director, Group Sales & Marketing

Kathleen joined Bloomsbury in December 1998 as International Sales Manager. She has held a number of senior sales and marketing roles, including Managing Director of Bloomsbury Australia based in Sydney.

In January 2013, she returned to the UK to take up the position of Group Sales and Marketing Director, responsible for global sales and marketing for the four Bloomsbury Divisions, across print and digital.

Kathleen began her publishing career working in leading independent bookstores in Sydney, Australia before moving to Allen & Unwin as Sales & Promotions Manager.



Adrienne Vaughan

President, Bloomsbury USA

Adrienne Vaughan is President of Bloomsbury Publishing USA and joined Bloomsbury in 2020. Adrienne's background spans both Children's and Academic publishing and includes large international companies as well as start-ups.

Adrienne joined Bloomsbury from Trustbridge Global Media, where she served as Senior Vice President responsible for leading the design and integration of people, processes and systems across a growing portfolio of publishers, including Holiday House, Peachtree Publishing, and Candlewick/Walker.

She began her publishing career at Scholastic. After obtaining her MBA from NYU Stern School of Business in 2007, she joined Disney Publishing Worldwide and grew to lead their finance department. Adrienne went on to drive step-function growth at start-up Little Pim, followed by leading the US Finance department at Oxford University Press. In 2015, she was recruited back to Disney as Deputy Publisher, Disney Book Group, where she led the Disney Press and Marvel Press imprints and oversaw the profitability goals of the overall group.

Biographies of Executive Committee



Karl Burnett

Group Director of People and Engagement

Karl joins from A+E Networks EMEA, where he was Senior Vice President of Human Resources EMEA. During the past eight years, he has overseen huge cultural change for the Company's 300+ staff, articulating A+E Networks EMEA future direction and purpose. Through extensive consultation with employees, Burnett and his team forged the network's vision and mission. The Company won the media journal Broadcast's award for Best Places to Work in TV in 2018 and was shortlisted in the Most Inclusive Company of the Year category in the IABM awards, hosted by the industry body in 2021. Most recently, in 2022, the Company achieved the prestigious accolade of Great Place to Work certification.

Before joining by A+E Networks EMEA in 2015, Karl was HR Director of BBC News and Radio, heading a team of 60 professionals responsible for 8,000 journalists around the world. Prior to that, Karl held senior HR roles at Nickelodeon and Channel 4 Television.



Louise Cameron

Group Production Director

Louise Cameron is Group Production Director. She joined Bloomsbury in 2011 upon the acquisition of Continuum International Publishing Group, where she was the Production Director. Louise has also held roles as Publishing Services Director at Kogan Page, Editorial Manager at Children's Encyclopaedia Britannica, Managing Editor at Cassell, and Publishing Manager at The Crowood Press, where she began her career as a desk editor in 1988.

Louise spent eight years (1990 to 1998) in the USA where she held a teaching post in the Department of English, Philosophy and Languages at Arkansas State University while serving as a freelance editor for various university presses including Chicago, New Mexico and Florida.



Maya Abu-Deeb

Group General Counsel and Company Secretary

Maya Abu-Deeb is a qualified solicitor and joined Bloomsbury in 2008 as General Counsel. Maya is responsible for all legal advice to the Company, and manages the legal and contracts teams at Bloomsbury. She is also Company Secretary and Group Data Protection Officer, assuming these roles in 2019. Prior to joining Bloomsbury, Maya was in private practice for ten years, specialising in commercial, media and intellectual property law, and advising in respect of both contentious and non-contentious matters.

Maya read Oriental Studies at St John's College, Oxford, before completing the Common Professional Exam and Legal Practice Course at the College of Law in London.



Biographies of presenters



Pooja Aggarwal

Director of Academic & Professional Publishing

Pooja is Director of Academic and Professional Publishing and joined Bloomsbury in July 2021 from Springer Nature where she was Editorial Director in the Medicine and Life Sciences Journals group responsible for over €60 million in revenue annually. Pooja's journals experience brings knowledge and understanding of recurring digital subscription models, born digital editorial and content workflows, publishing partnerships and the needs of academic researchers and professionals. Pooja has a degree in Economics and Politics from SOAS and an MPhil in Development Studies from the University of Cambridge.



Kathryn Earle

Managing Director, Digital Resources

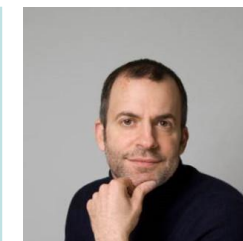
Kathryn Earle is Managing Director, Digital Resources charged with setting up the BDR division in 2016. She has held a variety of roles at BBY including Head of Visual Arts, US and Academic Publishing and having assisted with the purchase and integration of several acquisitions. Prior to Bloomsbury, Kathryn was Managing Director of Berg Publishers (acquired by Bloomsbury), where she originated Berg Fashion Library, Bloomsbury's first digital product. Kathryn began her career at the Modern Language Association of America in New York.



Pedja Pavlicic

Head of Digital Technology

Pedja Pavlicic, Head of Digital Technology and manages the digital delivery team of project managers, content architects, offshore software development engineering and quality assurance teams. Pedja is responsible for the Bloomsbury publishing platform and content workflow tools and services. Prior to joining Bloomsbury Pedja has spent over 30 years in digital publishing roles, including over 10 years as Director of Technology Product Management in Wolters Kluwer Health Division and as Director of Digital Solutions and member of Senior Management Team for Cengage EMEA



Lenny Allen

Global Sales & Marketing Director

Lenny Allen is the VP of Global Sales and Digital Product Marketing for Bloomsbury's Academic and Professional division. In his previous role at Bloomsbury, he served as Global Sales and Marketing Director for Bloomsbury Digital Resources. Prior to Bloomsbury, he spent more than a decade at Oxford University Press, most recently as Director of Institutional Accounts, heading up US consortia sales, global ebooks, and digital product sales in Latin America. At Macmillan, he was Director of Academic Sales for the US and worked on the launch of some of the earliest digital products to enter the institutional market.



Award Winners



Choice Outstanding Academic Title

Winner 2022: **Theology & Religion Online**

Winner 2021: **Drama Online**

Winner 2021: **Bloomsbury Architecture Library**



Library Journal Best in Reference

Winner 2022: **Bloomsbury History: Theory and Method**

Winner 2022: **Bloomsbury Architecture Library**

Winner 2020: **Bloomsbury Medieval Studies**

Winner 2018: **Bloomsbury Food Library**



PROSE Awards

Finalist 2023: **The Asian-American Experience, ABC-CLIO**

Winner/Finalist: Multiple *Cultural Histories* on **Bloomsbury Cultural History**

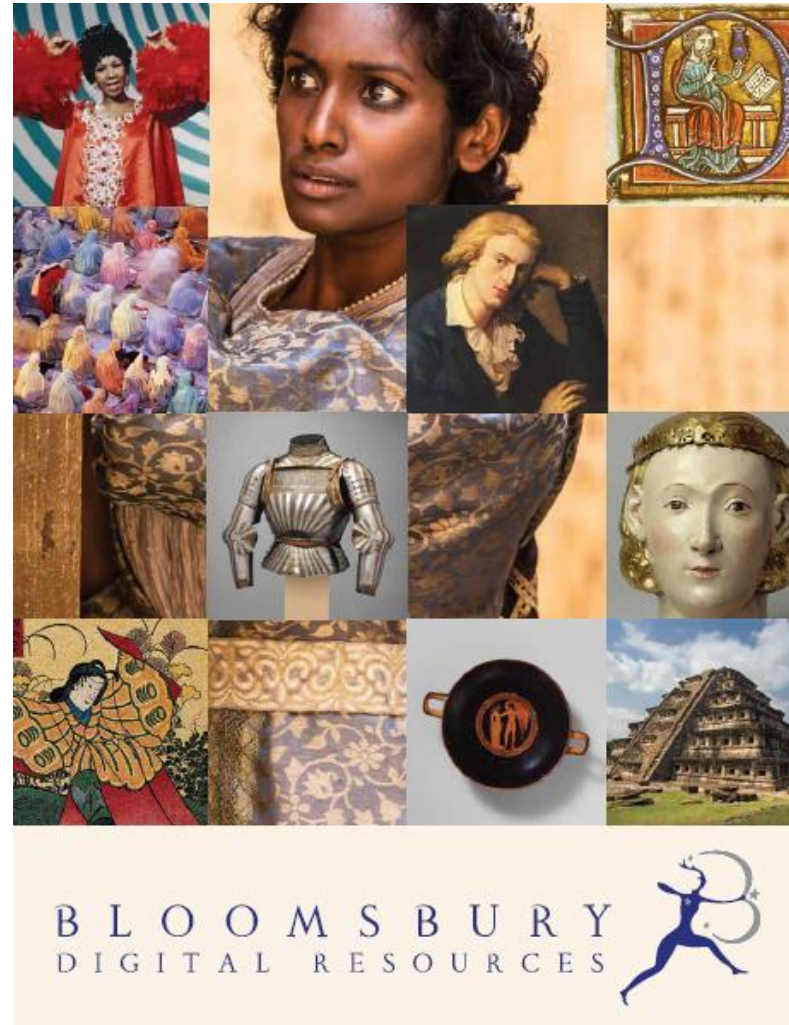


The Dartmouth Medal

Winner 2011: **Berg Fashion Library**, part of Bloomsbury Fashion Central



Additional Information



www.bloomsburydigitalresources.com



Investor relations contacts

Nigel Newton | Chief Executive
Penny Scott-Bayfield | Group Finance Director

50 Bedford Square
London
WC1B 3DP

nigel.newton@bloomsbury.com
penny.scott-bayfield@bloomsbury.com

Dan de Belder
Amelia Craddock
Emily Brooker
Hudson Sandler

25 Charterhouse Square
London
EC1M 6AE

bloomsbury@hudsonsandler.com



www.bloomsbury.com



[/bloomsburypublishing](https://www.facebook.com/bloomsburypublishing)



[/bloomsburypublishing](https://www.instagram.com/bloomsburypublishing)



[/bloomsburybooks](https://twitter.com/bloomsburybooks)



[/bloomsburypublishing](https://www.youtube.com/bloomsburypublishing)



[@bloomsburybooks](https://www.tiktok.com/@bloomsburybooks)



Disclaimer

The information in this presentation has not been audited or otherwise independently verified and no representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained herein. None of the Company or any of its affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss whatsoever arising from any use of this presentation, or its contents, or otherwise arising in connection with this presentation.

This presentation does not constitute or form part of any offer or invitation to sell, or any solicitation of any offer to purchase any shares in the Company, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment or investment decisions relating thereto, nor does it constitute a recommendation regarding the shares of the Company.

Certain statements, statistics and projections in this presentation are or may be forward looking. By their nature, forward-looking statements involve a number of risks, uncertainties or assumptions that may or may not occur and actual results or events may differ materially from those expressed or implied by the forward-looking statements. Accordingly, no assurance can be given that any particular expectation will be met and reliance should not be placed on any forward-looking statement. Accordingly, forward-looking statements contained in this presentation regarding past trends or activities should not be taken as representation that such trends or activities will continue in the future. You should not place undue reliance on forward-looking statements, which are based on the knowledge and information available only at the date of this presentation's preparation.

The Company does not undertake any obligation to update or keep current the information contained in this presentation, including any forward-looking statements, or to correct any inaccuracies which may become apparent and any opinions expressed in it are subject to change without notice.

References in this presentation to other reports or materials, such as a website address, have been provided to direct the reader to other sources of information on Bloomsbury Publishing Plc which may be of interest. Neither the content of Bloomsbury's website nor any website accessible by hyperlinks from Bloomsbury's website nor any additional materials contained or accessible thereon, are incorporated in, or form part of, this presentation.

